

15 May 1972

MEMORANDUM FOR: Director of Training
SUBJECT : Report on Senior Seminar Two

1. This memorandum reports on the second running of the Senior Seminar. Details are contained in the appendices: Appendix 1 gives a roster of the participating officers; Appendix 2 consists of the Block schedules as Seminar Two was actually conducted, including scope notes or short precis of the various presentations; Appendix 3 lists the Individual Presentations; and Appendix 4 contains the overall critiques.

2. In structure and content, Seminar Two was similar to the first running; however, some significant modifications were made as a result of our experience and the participants' evaluations of the first Seminar. A three-day Block included in the first running, "New Trends and Methodologies of Interest to Intelligence," was eliminated in the second session as a separate Block. This Block had covered various applications of the Delphi technique, the use of decision trees for analyses and resource management, ADP applications and the technique of long-range prediction and modelling usually referred to as futurism. In the second session the Block on "The Intelligence Business in CIA" was doubled to ten days in order to provide a more comprehensive examination of the Agency's intelligence missions and related supporting activities. Similarly, the Block on "CIA's Official Relationships" was extended to include presentations on other major intelligence organizations--the Defense Intelligence Agency and the National Security Agency--and on intelligence management in the Department of Defense, as well as increased attention to the Director's new Community responsibilities. In the first Seminar the members were offered a choice of eight possible field trips; one group visited intelligence facilities and contractors in the far West and another toured the Cape Kennedy Missile Test Center [redacted]

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[redacted] in order to use the limited time most productively, the trip was eliminated from the second running. Both Seminars commenced with a week in residence at the [redacted]; in place of a

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field trip, the second Seminar returned to residence at [redacted] from 25 to 28 April for the Block, "Covert Action: The Hidden Side of Foreign Policy." In addition, substantial changes of topics and speakers, as between the first and second runnings, were made in most of the seven Blocks.

3. The second Senior Seminar, like the first, was based on the proposition that the major single opportunity for learning is through the sharing by the participating officers of their Agency experience, perspectives, and understanding. The Individual Presentations in Seminar Two again provided an important input and stimulus and some of the Seminar discussions were of top-notch quality. Seminar Two seemed as satisfied as Seminar One that the process of learning from each other was successful. From the perspective of the Staff, however, there was a substantial difference between the two groups. Seminar One seemed much better able to generate and exchange ideas in open forum, challenge speakers effectively and make observations of interest. Seminar Two, despite some outstanding participants, was far more passive in the open sessions and seemed reluctant in the larger group to engage each other or guest speakers in a forthright exchange of views. Some of the participants themselves expressed disappointment with this passivity. Nonetheless, the group always performed creditably and on at least two occasions rose to particularly difficult challenges from outside speakers and handled them exceptionally well. At the same time, they were frequently active in spontaneous small-group discussions. Their own evaluations indicate that they placed a very high value on this informal exchange. Thus, there apparently was an important area of private development in Seminar Two that was not entirely manifest in open meetings, but was nevertheless valuable in terms of learning.

4. Considerable emphasis in Seminar Two was placed on having the Seminar members deal with "issues"--defined as significant challenges, new tasks, new methods, opportunities, problem areas, and trends which bear on the work of the Agency today or are likely to do so in the future. In place of the Block "Rapporteur" system used in Seminar One, Seminar Two participants were asked to identify "issues" at the end of each Block. They then pursued these subjects through discussion and questioning of senior Agency speakers. As planned, the "issues" from the different lists which continued to be of interest were also to be discussed by the Seminar in the last week; however, these sessions did not result in the quality of discussion we

had hoped would occur. We in the Seminar Staff had envisioned the process of surfacing and discussing "issues" by the members not so much as a means of obtaining and developing definitive or pat answers, but rather as an opportunity for the Seminar officers to learn about and obtain a broader understanding of problems which face top Agency management.

5. During Senior Seminar Two we continued the process of evaluation which we had found so successful during the first running. Written evaluations, both of the Seminar as a whole and of each Block, were prepared by each Seminar participant and were followed by oral discussions. This process has provided useful reactions on the selection and coverage of topics, the effectiveness and value of the different presentations, and our performance in running the Seminar, as well as giving an objective reading by the participants on the utility of the Seminar to senior officers. The bulk of the evaluations continued to be on the favorable to highly favorable side and I submit that these responses provide the best index as to the performance of the Staff and overall quality of the program.

6. Our experience with the second running continues to suggest areas of improvement. The management training covered in Block I this time was, in my judgment, markedly better than its counterpart in Senior Seminar One. However, I believe that further changes should be made; one possible change would be to use case studies from Agency experience in the Leadership Styles Workshop in place of exercises and games. Also, I am inclined to believe that the Block, "New Tools and Methodologies of Interest to Intelligence," which was omitted in the second running, should be restored in any future runnings. We will probably defer to the views of both Seminar One and Seminar Two that Covert Action should occupy less time in the program. As reported after receiving the Executive Director-Comptroller's memorandum of 10 March 1972, with suggestions on the Seminar, we would also include coverage of the European Community and go further into the intelligence analysis process, including requirements and evaluation as well as new uses of ADP. We used a much larger number of films in the second running and would continue to add and improve the selection of films. Further improvements in the choice of topics and speakers should also be made. All this means is that if future runnings are authorized, considerable effort should be devoted to reshaping significant sections and to making the Seminar a still better program.

-4-

7. Despite our own reservations on several aspects of the Senior Seminar, the evaluations reflect the excellence of the program. In sum, I believe that the Senior Seminar is an effective tool in preparing senior officers for the phase of their career in which they will take on increasing responsibility for meeting challenges and problems facing the Agency.

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SECRET
[Redacted]
Chief, Senior Seminar

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CIA SENIOR SEMINAR TWO

TABLE OF CONTENTS

1. ROSTER OF PARTICIPANTS
2. SENIOR SEMINAR SCHEDULES
3. INDIVIDUAL PRESENTATIONS
4. OVERALL CRITIQUES

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FINAL SCHEDULE

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CIA SENIOR SEMINAR SCHEDULE

12 March - 17 March

BLOCK I: THE SENIOR OFFICER AS MANAGER

25X1

BLOCK MANAGER:

BACKUP :

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CIA SENIOR SEMINAR

Block I: THE SENIOR OFFICER AS MANAGER

A major goal of Block I, which is conducted in residence, is to enable the Seminar participants to become acquainted and to develop patterns of active participation and forthright expression of views. The content of the Block includes a series of different perspectives of the Agency and a limited treatment of management theory and styles.

SUNDAY, 12 MARCH

25X1	1530)-	[]	
	1630)-	[]	Welcome
	1700)-	[]	
	1900)-	<u>The 7th Floor View of CIA</u>	W. E. Colby, Executive Director- Comptroller

A senior Agency officer will open the Seminar with a look at the Agency's general situation today from the point of view of top management.

MONDAY, 13 MARCH

25X1	0700)	Breakfast	[]	25X1
	0830)	[]		
	0900)-	<u>Seminar Orientation</u>	[]	Chief, Senior Seminar
	1030)-	<u>Small Group Discussion</u>		Participants and Staff
25X1	1130)-	Lunch/[]		
	1245)	[]		
	1330)-	<u>Orientation, continued</u>		
25X1	1530)-	Recreation		
	1700)-	Dinner/[]		
	1845)	[]		

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TUESDAY, 14 MARCH

25X1

0700) - Breakfast/ []
0830)

0845) - Films: "The Management of Human
0945) Resources"
"Understanding Motivation"

1000) - The Evolution of a Government
Manager

William J. Crockett,
Vice President,
Human Relations,
SAGA Systems

A former high government officer will trace
the change in his own views and approaches
concerning the management of people, drawing
on his experience in government and industry.
He will discuss different management styles.

25X1

1215) - Lunch/ []
1330)

1330) - Crockett, continued

1530) - Handouts/Reading

25X1

1700) - Dinner/ []
1845)

1930) - Leadership Styles Workshops

William J. Crockett
and Edward J. Jones,
Professor, Federal
Executive Institute

Participants will be offered an opportunity
to take part in a workshop in which they can
analyze their own management style and learn
about a number of skill areas which contribute
to more effective management of people.

WEDNESDAY, 15 MARCH

25X1

0700) - Breakfast/ []
0830)

0830) - Workshops, continued

1130) - Lunch/ []
1245)

25X1

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WEDNESDAY, 15 MARCH - continued

1330)- Workshops, continued

1715)- Happy Hour/Student Activities Center
1830)-

25X1 1700)- Dinner

1845)-

1930)- Workshops, continued

THURSDAY, 16 MARCH

25X1 0700)- Breakfast

0830)- Workshops, continued

25X1 1215)- Lunch

1330)- Workshops, conclusion

1500)- Recreation

25X1 1700)- Cookout

25X1

1930)- Another View of the Agency:
Seminar Discussion

Panel:

Seminar participants and the panel of
young and middle-grade officers will
exchange views on the Agency.

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FRIDAY, 17 MARCH

25X1

0700) 0830) - Breakfast/ [redacted] 25X1

0900) - Seminar Discussion [redacted]

25X1

Seminar Paper on points drawn from Harold

[redacted] concerning the factors affecting the flow
of information within organizations with
the discussions focussed on how these points
apply to the Agency.

25X1

1030) - Evaluation of Block I [redacted]

25X1

1130) 1245) - Lunch/ [redacted]

DEPART [redacted]

25X1

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CIA SENIOR SEMINAR SCHEDULE

20 March - 31 March

BLOCK II: MAJOR WORLD TRENDS AND PROBLEMS

25X1

BLOCK MANAGER:

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CIA SENIOR SEMINAR

Block II: MAJOR WORLD TRENDS AND PROBLEMS

The objective of Block II is to bring Seminar participants up to date on major international problems and developments which affect both the national security policy and intelligence work. Leading authorities from the academic community, governmental policy-making agencies and CIA senior personnel will be invited to make individual presentations and participate in panel and group presentations.

MONDAY, 20 MARCH

0900)	- <u>Administration</u>	Senior Seminar Staff
0920)	- <u>Introduction to Block II</u>	25X1
0945)		Senior Seminar Staff
1000)	- <u>World Perspective on the U.S.</u>	William J. Barnds, Senior Research Fellow, Council on Foreign Relations
1200)		

How foreigners now view the U.S. after a quarter century of "world leadership" will be explored by a well placed student of the problem. He will delineate the current international perception of American leadership and sense of purpose as reflected in its political, economic and military influence. The importance of the psychological element in the conduct of U.S. policy and the bearing which domestic U.S. issues are seen as having on foreign policy will be assessed and, within limits, projected ahead.

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1400) - 1620) - The Limitations of National Power

Ernest W. Lefever,
Senior Fellow, Foreign
Policy Studies Staff,
The Brookings Institution

The speaker will examine, within the context of the current international scene, the concept of the sovereign nation state system of relationships and the meaning of "national power" in the late 20th century. "Natural" limits, as well as internal, moral, legal and other constraints or inhibitions on the free exercise of power, will be discussed in relation to the international scene generally and U.S. policy in particular.

TUESDAY, 21 MARCH

25X1

0830) - *IP: "Security in Air
0915) Proprietories"

[REDACTED]
Senior Seminar

0930) - 1130) - Problems of Developing Countries

James R. Fowler,
Special Assistant to
the Deputy Administrator,
Agency for International
Development

This topic will explore problems of the great and continuing disparity between "have" nations and those less developed countries of Latin America, Africa and Asia which are poor in technology and resources. The impact of these and other factors in aggravating the effects of a population explosion on their inadequate political and economic systems will be discussed, with attention to political repercussions of the lag in agricultural development and the mushrooming urban slums.

1300) - 1350) - Film: "The Roots of Madness"
(optional)

*IP - Individual Presentation

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TUESDAY, 21 MARCH (Contd.)

1400) - Multinational Corporations: A New "World Power"? Joseph Mintzes, International Economy Consultant

The background and contemporary role of the Multinational Corporation (MNC) will be viewed in terms of its economic impact on the international system. The MNC's international supply, production and marketing strategy, and its effect on trade, the balance of payments and the transfer of technology. The speaker will also indicate how the MNC affects international relations via such issues as sovereignty, relations with national states, economic nationalism, and "bigness" vs. the less developed countries. The interaction of the MNC with U.S. national interests will be sketched in varying international scenarios, present and prospective.

WEDNESDAY, 22 MARCH

0830) - World Political Trends Ithiel de Sola Pool, Professor of Political Science, Massachusetts Institute of Technology

A leading political scientist will review major political ideologies and trends, including nationalism, communism, and the new left, and the world-wide prospects for a "counter-culture" of youth, which bear on the long-range conduct of international relations. Probable international power struggles and major area developments will also receive attention from the speaker.

25X1

1030) - IP: "Management of Agency Programs in a Directorate Senior Seminar Senior Staff"

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-4-

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WEDNESDAY, 22 MARCH (Contd.)

1300)

1355) - Film: "True Sons of the People"
(optional)

1400)

1630) - The Strategic Balance

Thomas C. Schelling,
Professor of Economics,
Harvard University

An analysis of its military and political meaning in the thermonuclear age will be offered by a distinguished authority. He will present an appreciation of the forces and factors underlying the present situation, and indications for the future.

THURSDAY, 23 MARCH

25X1

0830) - IP: "Puzzle of the New Soviet Submarine Launched Ballistic Missile (SLBM)"

[redacted]
Senior Seminar

0930) - China Today

Panel:

[redacted] 25X1
Chief, Special Research Staff, O/DDI, Chairman

- Morton Abramowitz, Deputy Director, Office of Research and Analysis for East Asia and Pacific, Department of State

- Richard H. Solomon, Senior Staff, National Security Council

[redacted] 25X1
Chief, Asian Communist Forces Division, Office of Strategic Research

A panel of experts will look at current trends in Communist China and in Sino-Soviet relations, and prospective changes for the 1970's. The panelists will examine China from several intelligence viewpoints: political, foreign policy, and military.

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THURSDAY, 23 MARCH (Contd.)

1330)
1345)- Film: "Japan"
(optional)

1400)
1630)- Japan: Future Superpower?

James W. Morley,
Professor of Government
and Director,
East Asian Institute,
Columbia University

Against the backdrop of the postwar Japanese "economic miracle," a leading student of Japan will assess and project the major political forces in Japan. An examination of existing or probable major foreign political-economic relations, especially with the U.S., Communist China and the Soviet Union, will include some discussion of the likelihood of significant Japanese rearmament.

FRIDAY, 24 MARCH

0830)
0915)- IP: "About Face: Operations in Northern Laos"

[REDACTED] 25X1
Senior Seminar

0930)
1130)- Reading/Discussion

1330)
1600)- The Chinese Background

John K. Fairbank,
Higginson Professor of
History and Director,
East Asia Research
Center,
Harvard University

China and the Chinese background of the present regime will be scrutinized by a leading authority on the subject. He will analyze the forces and leaders who have shaped contemporary China and project their long-range implications for the future.

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MONDAY, 27 MARCH

0900) - IP: "The President's Daily
0945) Brief"

[REDACTED]
Senior Seminar

25X1

1000)
1130) - Reading Period

1230)
1325) - Film: "The Kremlin"
(optional)

1330) - Soviet Foreign Policy
1530)

[REDACTED]
Deputy Director,
Office of Current
Intelligence

25X1

An analysis of the operating principles of Soviet foreign policy will comprise the framework for discussion of U.S.-Soviet relations, the impact of the Sino-Soviet rivalry, and such other areas of mutual U.S.- Soviet interest as the Middle East.

1545)
1600) - Seminar Exercise

[REDACTED]
Chief, Senior
Seminar Staff

25X1

TUESDAY, 28 MARCH

0830)
0915) - IP: "The Monster: Threat or
Breakthrough? (A
New Soviet Vehicle)"

[REDACTED]
Senior Seminar

25X1

0930)
1130) - Inside the USSR

Aleksei A. Yakushev,
Visiting Professor,
Research Institute on
Communist Affairs,
Columbia University

Soviet society in general and key internal groups comprising the "elite" will be presented by a former member of the elite. Their views of their society, each other and the world will be depicted.

1330)
1345) - Film: "Heirs of Lenin"
(optional)

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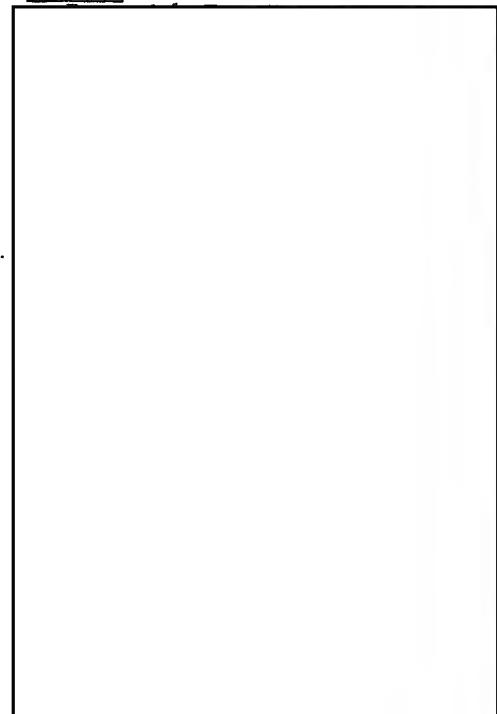
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TUESDAY, 28 MARCH (Contd.)

25X1

1400) - The USSR: An Intelligence
1630) Appraisal

Panel:



An intelligence community panel will comment on the preceding presentations from the intelligence viewpoint. The panel will further examine the world through Moscow's eyes and finally focus on the USSR internally, as the Soviets see themselves, with attention to the significance of internal dissenters such as literary figures, scientists, and ethnic minorities.

WEDNESDAY, 29 MARCH

25X1

0830) - IP: "Computers"
0915) -

Senior Seminar

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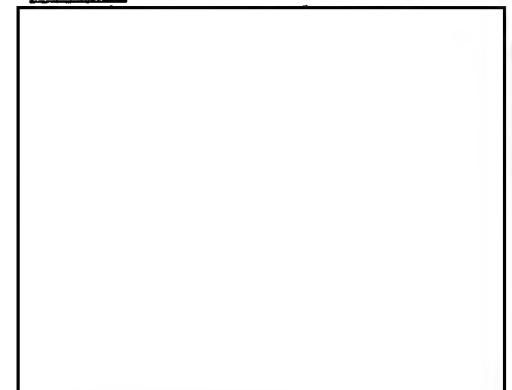
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WEDNESDAY, 29 MARCH (Contd.)

25X1

0930) 1200) - Communism Today

Panel:



CIA Consultant
- Eric Willenz,
Chief, International
Political Affairs
Division,
Office of Strategic
and General Research,
Department of State

An intelligence community panel will survey the state of relations among Communist countries and of Communist parties and organizations around the world. The survey will include factors of coherence and division -- Sino-Soviet differences, left and right deviationist elements (Castroism, Titoism) and the impact of nationalism.

1400) 1630) - World Population Problems

Andre Hellegers,
Director, Kennedy
Institute of Human
Reproduction and
Bioethics,
Georgetown University

The magnitude of the population explosion and the ramifications of its present and future impact, particularly on the less developed countries, will be treated. The difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective also will be covered.

THURSDAY, 30 MARCH

0830) - IP: "The Strategic Balance:
0915) - A Possible Soviet View" [redacted] 25X1
Senior Seminar

0930) - [redacted] 25X1
1200) - The Middle East: Chronic Crisis [redacted]
Near East Staff,
Office of National
Estimates

A student of the Middle East will provide a broad perspective on the trends and problems of the area, then focus on the Arab-Israeli conflict, the risks of the U.S.-Soviet confrontation, and the outlook for this chronic crisis.

1400) - [redacted]
1630) - Latin America: Backyard of the U.S. Thomas E. Skidmore,
Fellow, Woodrow Wilson International Center
for Scholars,
Smithsonian Institution

Political and social ferment south of the border and their implications for U.S. economic investment, military security and global influence will be covered. The speaker will discuss major political, economic and social trends as exemplified in the emerging and/or changing roles of the military, students, the church, etc.

FRIDAY, 31 MARCH

0830) - IP: "Management Information
0915) - Systems" [redacted] 25X1
Senior Seminar

0930) - [redacted]
1130) - Seminar Discussion

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FRIDAY, 31 MARCH (Contd.)

1300)

1600) - U.S. Foreign Policy from the

NSC Perspective

25X1

[REDACTED]
Senior Staff,
National Security
Council

A ranking member of the National Security Staff will offer a policy level view in the framework of the Nixon Doctrine. The origins, main thrust and major implications of the Doctrine for the conduct of U.S. foreign policy will be sketched.

1600)

1700) - Evaluation of Block II

25X1

[REDACTED]
Senior Seminar Staff

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FINAL SCHEDULE

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CIA SENIOR SEMINAR SCHEDULE

3 April - 14 April

BLOCK III: THE INTELLIGENCE BUSINESS IN CIA

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BLOCK MANAGER:

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CIA SENIOR SEMINAR

Block III: THE INTELLIGENCE BUSINESS IN CIA

The content of Block III is designed to provide an overview of the Agency's intelligence missions and a detailed examination of selected activities. Senior officers and panels will examine specific issues relating to their areas of responsibility. Various developments pertaining to the gathering of intelligence will be analyzed to describe and interpret the role of intelligence in influencing policy decisions.

MONDAY, 3 APRIL

0830)- Introduction to Block III

[REDACTED] 25X1
Senior Seminar Staff

25X1

0900)- Foreign Intelligence Operations

[REDACTED]
Chief, Foreign
Intelligence Staff

1100)- Foreign Intelligence Operations

The speaker will discuss the foreign intelligence mission of the Clandestine Service, the role of the agent source in intelligence collection, likely changes in collection priorities, e.g., economic information, and problems of coordinating agent operations among U.S. agencies.

1300)- The Agency Planning, Programming

Charles A. Briggs,
Director, Office of

and Budgeting System

Planning, Programming
and Budgeting

(Room 6E-0708, Headquarters)

The speaker will examine the Planning, Programming and Budgeting concept employed by the Agency in comparison with the PPB systems employed by other agencies of Government. Advantages and problems inherent in the PPB system when used in an intelligence organization will be described.

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TUESDAY, 4 APRIL

0930) - Counterintelligence Activities

25X1

1130)

Chief of Operations,
Counterintelligence
Staff

A ranking member of the CI Staff will review the CIA mission of the Agency with particular emphasis on its role as the central repository, principal collector and processor of CI information. He will examine the relationship of CI to other Clandestine Service disciplines, political decisions at the national level, and coordination with other agencies of the Intelligence Community. Various operations will be described to illustrate CI as a component of these operations, to highlight the significance of intelligence about foreign security services as an element of operational planning and execution, and the role of such operations regarding the penetration, manipulation and repression of opposition intelligence services.

1400)

1600) - Station Operations

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25X1

25X1

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-3-

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WEDNESDAY, 5 APRIL

0815) - Depart Chamber of Commerce Building for
Technical Services Division Laboratory

0900) -
1230) - Briefing and Tour

1230)
1330) - Lunch at Technical Services
Division Laboratory



25X1

1400) - Depart for Chamber of Commerce Building

25X1

1500)
1645) - SIGINT Activities of the
Clandestine Service

The presentation will review
how the Clandestine Service
conducts a variety of covert
SIGINT activities and
examine the relationship of
these activities to those
of other Directorates and
other government agencies,
particularly NSA.

THURSDAY, 6 APRIL

0900)
1000) -



25X

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THURSDAY, 6 APRIL (Contd.)

1015) - A Discussion With the
1145) - Assistant Deputy Director
for Plans

1400) - Communications Role in
1600) - Operations

Cord Meyer,
Assistant Deputy
Director for
Plans

Director of
Communications

25X1

A top-level manager with broad experience will brief on the size and scope of our world-wide communications system and different types of communications support, including staff and operational communications. He will also cover communications R&D and look ahead at the impact of future developments in Agency communications, including technical advances and inter-agency developments.

FRIDAY, 7 APRIL

0830) - Seminar Discussion
1000) -

1015) - Medical Problems in CIA
1200) -

John R. Tietjen,
Director of Medical
Services

The speaker will discuss characteristics of health and disease among Agency employees, including problems of behavior, as well as relevant social and occupational factors.

CONFIDENTIAL

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FRIDAY, 7 APRIL (Contd.)

25X1

1400) 1600) Logistical Support in
Southeast Asia

[redacted]
Deputy Director of
Logistics

The speaker will depict the Agency's logistics system, using the logistical support of paramilitary operations in Southeast Asia, notably the procurement and delivery of supplies, as a case illustration.

[redacted] 25X1

covered. He will also review the management of the Agency's physical plant, equipment and resources, stressing the distinction between the functions of CIA and GSA, and will examine the Agency's contracting program.

MONDAY, 10 APRIL

0900) 1100) - Film: "Air America"

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-6-

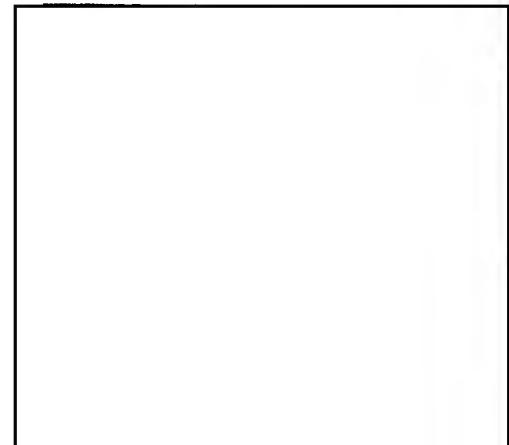
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MONDAY, 10 APRIL (Contd.)

25X1

1400) - Intelligence Production Panel
1600) - Intelligence Production Panel

Panel:



A group of senior officers from three DDI production offices will discuss the functions and responsibilities of their components. The focus will be on current intelligence -- political, economic, and military. The panel members will discuss the priorities of their work, how current intelligence fits into the larger picture, and what use they make of various source materials. The panel will also examine the relationship between the policy-maker and the intelligence producer and comment on the question of production undertaken in response to outside requests vis-a-vis Agency-initiated work.

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TUESDAY, 11 APRIL

0830) - Technical Intelligence Collection
1200) Systems
(Room 6B-00, Headquarters)

0830) - The Organizational
0900) Structure

Harold L. Brownman,
Director of Special
Projects

25X1

0900) - Office of Special
1000) Activities

[REDACTED]
Executive Officer of
Office of Special
Activities

25X1

1015) - Office of Special
1200) Projects

[REDACTED]

The speakers will discuss current and planned technical intelligence collection systems; their contribution towards filling gaps in our intelligence knowledge; and the impact of these systems on the intelligence product, management, and the policy maker.

1400) - Agency ELINT Operations
1600) -

John N. McMahon,
Director of ELINT

The speaker will discuss the work of the Office of ELINT in DDS&T, its ground station and airborne collection capabilities, third party relationships, collaboration with NSA, and support to other Agency operations.

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-8-

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WEDNESDAY, 12 APRIL

0830) - Applied Research and
0920) - Development

Robert M. Chapman,
Director of Research
and Development

The speaker will describe the relationship of intelligence requirements to Agency R&D, budgetary factors which influence planning, examples of developmental activity, and their application to intelligence collection.

0930) -
1100) - Coordination of Research and
Development in CIA

Carl E. Duckett,
Deputy Director for
Science and Technology

The speaker will provide orientation on various types of R&D performed by the Agency, discuss the role of contractors in support of this effort, and describe coordination of R&D activity in the Agency and in the Intelligence Community.

1230) - Depart
National Photographic Interpretation Center

25X1

1300) -
1600) - Briefing and Tour

Arthur C. Lundahl,
Director, National
Photographic
Interpretation Center

The "Father of Modern Photo Interpretation" will discuss NPIC's mission, charter, functions, and relationship with other members of the Intelligence Community, techniques of interpreting overhead photography, and support to photo collection systems. Following the briefing, there will be a tour of the photographic laboratory, examination and explanation of various mensuration devices, and a demonstration of the integrated information system.

1600) - Depart for Chamber of Commerce Building

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THURSDAY, 13 APRIL

25X1

0830) 0915) - IP: "Computer Support to Operations"

[REDACTED] Senior Seminar

0930) 1130) - Technical Analysis

David Brandwein,
Director, Foreign
Missile and Space
Analysis Center

A top missile intelligence specialist will discuss the ways in which the analyst takes raw data in the form of telemetry, imagery, radar tracking data and other information, and uses them to build up a picture of the capabilities and performance characteristics of strategic weapons systems. Examples will be given of actual cases involving current Soviet weapons programs.

25X1

1400) 1600) - Intelligence and Arms Control

Panel:

*IP - Individual Presentation

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-10-

THURSDAY, 13 APRIL (Contd.)

A CIA panel will discuss the role of intelligence during the preparation phase for arms control talks, in the negotiating phase, and its prospective role after a treaty is in force. Panel members will touch on CIA inputs to study efforts at the working level, participation in NSC and Verification Panel policy-making discussions, the role of CIA representatives and arms control negotiators, and the technical problems in monitoring an arms control agreement.

FRIDAY, 14 APRIL

0830)	<u>IP: "CIA in Court"</u>		25X1
0915)			Senior Seminar
0945)	<u>A Discussion With the Deputy</u>		Carl E. Duckett,
1130)	<u>Director for Science and</u>		Deputy Director for
	<u>Technology</u>		Science and Technology
<p>Our top officer in the technical intelligence field will apply his extensive experience to provide perspective on the role which science and technology play in the intelligence process.</p>			
1330)	<u>Estimative Intelligence</u>		25X1
1500)			Deputy Director of National Estimates
<p>The speaker will discuss the process of producing national intelligence estimates which represent the most forward looking intelligence input into the formulation of U.S. national security policy. Major steps required to produce a national estimate will be covered. The changing character and scope of national estimates in recent years will also receive attention.</p>			

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FRIDAY, 14 APRIL (Contd.)

25X1

1515)

1645) Block III Evaluation

senior seminar Staff

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FINAL SCHEDULE

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CIA SENIOR SEMINAR SCHEDULE

17 April - 25 April

BLOCK IV: CIA'S OFFICIAL RELATIONSHIPS

25X1

BLOCK MANAGER:

BACKUP :

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CIA SENIOR SEMINAR

Block IV: CIA'S OFFICIAL RELATIONSHIPS

This Block focuses on the "official environment" of the Agency and stresses the new Intelligence Community responsibilities assigned to the Director by the President. It includes CIA's relationships within the Executive Branch, in particular the NSC, State (including INR), OMB, Defense (including DIA and NSA), Treasury, and USIA. The Seminar will participate in a "Day on the Hill" during which members of Congress will be invited to discuss their work and to comment on key issues facing Congress. A similar "Day at Defense" will provide a comprehensive view of the interaction among the various elements -- military, political, scientific and intelligence -- which combine to influence Defense policy.

25X1

MONDAY, 17 APRIL

0830)- Introduction to Block IV

[REDACTED] Senior Seminar Staff

0900) 1030)- The Intelligence Community

Thomas A. Parrott,
Assistant Deputy to
the Director of
Central Intelligence,
Intelligence
Community

A senior officer will discuss the work of the United States Intelligence Board (USIB). He will also review the interaction of the Agency with the President's Foreign Intelligence Advisory Board (PFIAB). Problems of coordination in the Intelligence Community will be described.

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MONDAY, 17 APRIL (Contd.)

25X1

1045)

1200) - Consolidated Intelligence Resources Information System (CIRIS)

[REDACTED]
Chief of Intelligence Community/Data Support Group

The CIRIS will be examined for its application as a data system to identify and display the inter-relationships among intelligence undertakings, targets, objectives and costs. The speaker will discuss the contribution of this system to Agency and community needs.

1400)

1600) - The DCI: Community Responsibilities

Bronson Tweedy,
Deputy to the
Director of Central
Intelligence,
Intelligence
Community

The top Agency officer for intelligence community relationships will share his observations on the new responsibilities assigned by the President to the Director of Central Intelligence in managing the Intelligence Community. He will also comment on the establishment of a National Security Council Intelligence Committee, the Intelligence Resources Advisory Committee, and the reconstitution of the United States Intelligence Board.

TUESDAY, 18 APRIL

25X1

0845)

0945) - Outlook for Official Cover

[REDACTED]
Chief, Central Cover
Staff

25X1

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-3-

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TUESDAY, 18 APRIL (Contd.)

1000) - INR: State Intelligence
1130) - Role in the Community

Panel:
David E. Mark,
Deputy Director
for Research
William McAfee,
Director for
Coordination, Bureau
of Intelligence and
Research,
Department of State

A panel of two senior officials from
the Bureau of Intelligence and Research,
Department of State will discuss their
Bureau's responsibilities for intelligence
support given to the Secretary. They will
also examine the current working relationship
between INR and the Agency.

1400) - Department of State-CIA
1600) - Relationships

William B. Macomber, Jr.
Deputy Under Secretary
of State for
Administration

The top administrator of the Department
will discuss State attitudes towards
CIA activities overseas

25X1

25X1

WEDNESDAY, 19 APRIL

0830) - *IP: "Foreign Intelligence
0915) - Liaison in the DDI"

[REDACTED]

25X1

Senior Seminar

0930) - Seminar Discussion
1030) - Seminar Discussion

*IP - Individual Presentation

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WEDNESDAY, 19 APRIL (Contd.)

DAY AT CONGRESS

A "Day on the Hill" will provide an opportunity to the Senior Seminar to meet with Legislators in their own environment. The Participants will join with the CIA Legislative Counsel in a House Committee Room to review CIA relationships with Congress. They will meet separately with a Senator and a Congressman to hear their views on major issues facing Legislators today.

1030) - Depart for Congress

1115) -
1200) - Agency Relations With
Congress

John M. Maury,
Legislative Counsel

1200) -
1400) - Luncheon Meeting
A Senator Views Major Issues

Senator Barry M.
Goldwater

1430) -
1600) - A Congressman Views Major
Issues

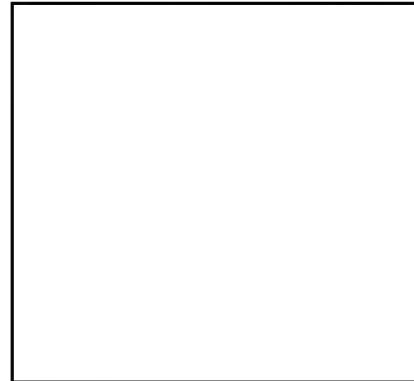
Congressman Samuel
S. Stratton

THURSDAY, 20 APRIL

0830) -
1000) - U.S. Intelligence Effort on
Drug Control

25X1

Panel:



A panel of senior Agency officers will cover the scope of the narcotics problem (the growing areas for coca and for the opium poppy, refineries, international trafficking); the U.S. effort on international narcotics control and the organization for this effort; the need for intelligence and CIA's role; how the Agency as a whole and the individual Directorates have moved on this new mission.

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5-

THURSDAY, 20 APRIL (Contd.)

1015)

1130) Treasury: New Member of the
United States Intelligence
Board

Jack F. Bennett,
Deputy Under Secretary
of Treasury for
Monetary Affairs

A senior official in the Treasury Department will discuss U.S. Balance of Payments problems and foreign exchange pressures with their impact on National Security. He will identify the kinds of foreign monetary information which Treasury needs but cannot readily obtain through normal channels. Consideration will be given to the role which the intelligence community can play in meeting these requirements.

1400)

1600) National Security Agency

Vice Admiral
Noel Gayler, USN,
Director, National
Security Agency

The chief official of the National Security Agency will review NSA responsibilities in the intelligence community, highlight selected activities and major problems facing the Agency, examine relationships with CIA, and comment on the newly-formed Central Security Service.

FRIDAY, 21 APRIL

DAY AT DEFENSE

A "Day at Defense" will provide a comprehensive view of the interaction among the various elements -- military, political, scientific and technical, and intelligence -- each of which contribute to the formulation of Defense policy. Consideration will be given to the interaction between CIA and Defense Department elements to determine if current Agency support meets all DOD requirements.

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-6-

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FRIDAY, 21 APRIL (Contd.)

0830) - Depart for Pentagon

0900) - The Secretary of Defense:
1030) - Policy Formation

William J. Baroody, Jr.
Assistant to the
Secretary of Defense

1040) - Military Research and
1200) - Development

Eberhardt Rechtin,
Assistant Secretary
of Defense for
Telecommunications
Department of Defense

1200) - Luncheon
1330) - Luncheon

1330) - Management of Intelligence
1500) - in the Defense Structure

Albert C. Hall,
Assistant Secretary
of Defense
(Intelligence)

1500) - The Joint Chiefs of Staff
1600) - The Joint Chiefs of Staff

Lieutenant General
Richard T. Knowles,
Assistant to Chairman,
Joint Chiefs of Staff

MONDAY, 24 APRIL

0900) - The National Security
1015) - Council: Future Role

Jeanne W. Davis,
Staff Secretary,
National Security
Council

The Staff Secretary of the National Security Council will explain the decision-making process in National Security Affairs. She will comment on NSC staff relations with CIA and the future role of the National Security Council in the intelligence framework.

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-7-

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MONDAY, 24 APRIL (Contd.)

25X1

1030) - Defense Intelligence Agency


Deputy Director
for Plans,
Department of Defense

This top military intelligence officer will delineate the functions which his Agency performs directly and those which it manages within the Department of Defense. He will also comment on DIA relations with the military services and its role in the intelligence community.

1500) - The United States Information Agency

Frank Shakespeare,
Director, United States
Information Agency

The chief official for projecting the United States image abroad and explaining its policies throughout the world will describe the work of the United States Information Agency and relate its activities to the National Security framework.

TUESDAY, 25 APRIL

0830) - Significant Security Developments

Howard J. Osborn,
Director of Security

A senior security officer will discuss how the Agency security system has evolved in recent years to provide Agency employees with greater personal assistance and to gain a broader understanding of mutual security responsibilities. He will cover significant security threats to CIA, with particular reference to the technical field. The presentation will also examine the methods used by Security to pursue security leaks such as the Pentagon Papers and the Jack Anderson revelations.

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TUESDAY, 25 APRIL (Contd.)

1015) - Office of Management and
1200) Budget: Relations With CIA

John Hurley,
Chief, Intelligence
Program Review Unit,
International
Programs Division,
Office of Management
and Budget

An OMB officer will discuss the budgetary process and its effect on management decisions in the intelligence community. The impact of budgetary constraints on the intelligence process and OMB-CIA relations will also be covered.

25X1

1330) - Evaluation of Block IV
1500) -

Senior Seminar Staff

X1
1500) -

FINAL SCHEDULE

SECRET

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CIA SENIOR SEMINAR SCHEDULE

25 April - 28 April

BLOCK V: COVERT ACTION: THE HIDDEN SIDE
OF FOREIGN POLICY

25X1

BLOCK MANAGER:

BACKUP

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7) CIA SENIOR SEMINAR

Block V: COVERT ACTION: THE HIDDEN SIDE OF FOREIGN POLICY

25X1

The goal of Block V, which is conducted at the [redacted], is to expose in depth the Seminar participants to one of the Agency's three primary missions, Covert Action. The Block content presents concepts and examples of Covert Action in the context of national policy and stresses the sources and methods of policy guidance and control. It presents a number of geographic perspectives and assesses the outlook for Covert Action in the 1970's.

25X1

TUESDAY, 25 APRIL

1600)	
1630)	
1650)	
1650)	
1700)	
25X1	- Assemble for Seminar Photograph
1700)	
25X1	- Social Hour
1730)	
1730)	- Dinner/Staff Dining Room of
25X1	
1815)	
X1	- An Evening with Colonel White
1900)	
2100)	

Colonel L. K. White,
Former Executive
Director-Comptroller

Colonel White will reflect on his years with the Agency.

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WEDNESDAY, 26 APRIL

25X1	0700)			
	0815)	Breakfast/Staff Dining Room		25X1
		[redacted]		
25X1	0830)			
	0900)	Introduction to Block V		[redacted]
		[redacted]		Senior Seminar Staff
	0915)			25X1
	1130)	Covert Action: Its Dimensions and Controls		[redacted]
25X1				Former Senior CIA Officer assigned to the National Security Council; and Executive Secretary of the Special NSC Subcommittee

The speaker will provide a broad introduction to Covert Action, concentrating on the area of policy formulation, guidance, and control. His presentation will cover the definition of Covert Action, types of operations, and a brief history of the origin of the Covert Action mission in CIA. The respective roles of the several sources of policy -- the White House, the National Security Council, the Department of State, etc. -- will be considered, and the make-up and workings of the policy approval process will be discussed.

25X1	1130)		
	1230)	Lunch/Staff Dining Room	
		[redacted]	

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25X1

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FINAL SCHEDULE

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CIA SENIOR SEMINAR SCHEDULE

1 May - 5 May

BLOCK VI: DOMESTIC PROBLEMS OF RELEVANCE TO CIA

25X1

BLOCK MANAGER:



BACKUP :

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CIA SENIOR SEMINAR

Block VI: DOMESTIC PROBLEMS OF RELEVANCE TO CIA

This Block examines contemporary domestic trends, problems and issues which are relevant to the Central Intelligence Agency as an organization; and explores the relationships of the communications media and public opinion with the executive branch of the U.S. Government in general and with CIA in particular.

25X1

MONDAY, 1 MAY

0900)- Introduction to Block VI
0930)-

[REDACTED] Senior Seminar Staff

1030)- Reading Period;
1100)-

1100)- Film: "USA"
1130)- (optional)

1330)- Trends in National
1530) Priorities

Robert Lekachman,
Associate Professor
of Economics,
State University of
New York, Stony Brook

Many segments of American society -- rich to poor, young to old -- are uneasy over the quality of American life and are vocal in their demands for changes in U.S. national priorities. A leading political-economist will identify in broad terms the sources and causes of this malaise and will share his views of the implications of these attitudes on the present and future patterns of U.S. national priorities. The presentation will include a discussion of the idiosyncrasies of resource allocation, the impact of inflation and the "Nixon Game Plan" (Phase II), and the speaker's views on what public policies should be followed to bring national priorities into conformance with national demands.

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2

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TUESDAY, 2 MAY

25X1

0830) - *IP: "United States in the
0915) - Changing World Economy"

[REDACTED] Senior Seminar

0930) - The Media, Government
1130) - and CIA

Peter Lisagor,
Chief, Washington
Bureau, Chicago
Daily News

A well-known member of the mass media will assess the relationship between the media and the U.S. Government in general and CIA in particular. On the government side, the focus of the analysis will be upon the "adversary relationship" which exists between the press and the executive. Particular attention will be paid to such phenomena as "credibility gaps," news management, "the backgrounder" and government secrecy. He will discuss the media's point of view on reporting classified information affecting "national security" issues and the American people's right to know. The speaker will share his views on the image of CIA among working members of the press and the factors which he sees as forming and affecting this image.

1300) - A Critic Looks at U.S.
1500) - Foreign Policy

Gordon Zahn,
Professor of Sociology,
University of
Massachusetts
(Boston)

The speaker will take a critical look at U.S. foreign policy, particularly those elements and areas of foreign policy which have produced opposition or alienation among segments of American society. The aim of this analysis will be to identify changes in the American people's attitudes -- "the lessons learned" -- which will influence future foreign policies and its instruments, particularly CIA. U.S. involvement in Vietnam will be paramount in this discussion, but the presentation will, where appropriate, include other areas and issues. Finally, the speaker will suggest changes in U.S. foreign policy and in the policy-making structure.

*IP - Individual Presentation

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-3-

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TUESDAY, 2 MAY (Contd.)

1515) Film: "Black-White: All
1615) Up Tight"

WEDNESDAY, 3 MAY

25X1

0900) IP: "An Experiment in Helping
0945) Minority Groups"

[REDACTED]

Senior Seminar

1000) Blacks in U.S. Society
1200)

Letitia Brown,
Associate Professor
of American History
and Civilization,
George Washington
University and
Consultant,
Federal Executive
Institute

A scholarly black historian and sociologist will identify contemporary, mainstream black attitudes toward the social, political and economic structure of America today, with particular emphasis upon that period marked by the beginnings of black awareness and activism. Some attention will also be devoted to the current and future role and significance of black radicalism and militancy. The discussion will delve into the ghetto milieu, attitudes of black youth, unemployment among blacks, crime, drugs, welfare, and finally, the speaker's views on the probable future of black-white relationships.

1245) 1345) Video Tape: "Generations Apart:
The Youth
International"
(optional)

1400) 1600) The New Left in U.S.
Politics

Ross K. Baker,
Assistant Professor
of Political Science,
Rutgers University

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WEDNESDAY, 3 MAY (Contd.)

The focus of this analysis will be primarily upon the new left as a domestic U.S. phenomenon. Because of the complexity of the new left, some attention will be given to identifying and defining the many elements which comprise the movement. Included within this discussion will be a brief history of the new left and its ties to the older leftist movements. The discussion will center, however, around the social and political ills perceived by the members of the new left, the aims of the protest and the methods employed for change. As appropriate the discussion will consider the ties of the movement to other Western new left movements and to Moscow or Peking.

THURSDAY, 4 MAY

0830) -
0930) - Video Tape: "Generations Apart:
A Question of
Values"

0945) -
1145) - The Youth Counterculture

Richard Bearman,
Teacher, Glaydin School

U.S. Society and its institutions as viewed through the eyes of a young and knowledgeable observer of the youth counterculture will form the substance of this presentation. The speaker will give his impressions of the depth and meaning of the counterculture movement, the basis for alienation of the young and their methods of resistance, and probable future directions of American youth. He will also provide some insights into their attitudes toward U.S. foreign and defense policy as well as, indirectly, CIA.

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5-
THURSDAY, 4 MAY (Contd.)

1230)
1315)- Film: "Marijuana"
(optional)

1330)
1500)- Seminar Discussion

25X1

1515)
1600)- Report on Seminar Exercise

[redacted]
Psychological Services
Staff, Office of
Medical Services

1900)
2100)- The Drug Culture
(Spouses invited)

John Buckman,
Associate Professor
of Psychiatry,
School of Medicine,
University of
Virginia
and
Practicing Physician

A psychiatrist will discuss drug abuse in American society, particularly as it relates to youth: what it is like, who is involved, the impact of the drug culture on American youth and society, and possible implications for government agencies, such as CIA. The thrust of his presentation will be devoted to the whys of drugs and the role of drugs in the youth movement, rather than to the drug traffic, the substances and their apparatus, or the states of mind produced by the drugs themselves. He will, however, offer his views on the long term psychological and physiological effects of drug abuse.

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FRIDAY, 5 MAY

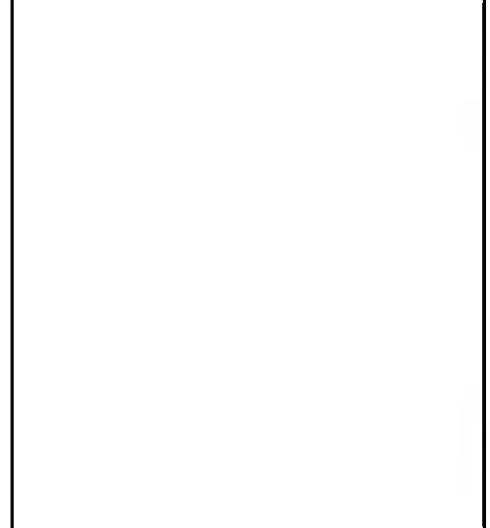
0930) - 1130) - The Rule of Law in a Changing U.S. Society

E. Clinton Bamberger,
Dean, Catholic
University Law
School

A distinguished student of our legal system will discuss the function of the law as a facilitating instrument and as an impediment to social change, with particular reference to the fields of civil rights, crime, and social and economic justice. The speaker will devote particular attention to the legal profession's efforts to bring legal aid to the destitute, the difficulty in defining and dealing with "political crimes," and the impact of the crowded criminal and civil dockets on the "quality of law."

25X1

1300) - 1500) - Social Change and the Response inside CIA

Panel: 

Many of the changes and issues facing U.S. society at large bear directly on the Agency. A panel, representing the Offices of Security, Personnel and Medical Services, will assess the ways and the extent this impact has been felt in CIA and the responses by CIA to such issues as drug abuse, minority employment, employment of women, and problems faced by younger employees who share values drawn from the counterculture.

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25X1

FRIDAY, 5 MAY (Contd.)

1515) - Evaluation of Block VI

[Redacted]

Senior Seminar Staff

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CIA SENIOR SEMINAR SCHEDULE

8 May - 12 May 1972

BLOCK VII: CIA IN THE FUTURE

25X1

BLOCK MANAGER:

BACKUPS :



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CIA SENIOR SEMINAR

Block VII: CIA IN THE FUTURE

The concluding Block of the Seminar will provide an opportunity for Seminar participants to consider major elements of change likely to face the Agency in the decade ahead. It will include presentations by senior Agency management on new directions in personnel policy and planning, the uses and impact of technology, the relationships between analyst and policy-maker, and the allocation of resources across the Intelligence Community. The participants in the Seminar will also have an opportunity to discuss among themselves those issues of mission, image, and management they selected from earlier Blocks for further consideration.

MONDAY, 8 MAY

0900)- Introduction to Block VII

25X1

[REDACTED] Senior Seminar Staff

0930)- Problems and Opportunities
1130) in Personnel Planning

Harry B. Fisher,
Director of Personnel

The Director of Personnel will discuss current personnel problems and opportunities in terms of their significance for the future of the Agency.

1400)- The Inspection Process
1600) in Agency Management

William Broe,
Inspector General

The Inspector General will discuss the inspection process as a function of Agency management and the ways in which its insights and recommendations supplement perspectives gained by top management through command channels.

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TUESDAY, 9 MAY

25X1

0830) IP* "Intelligence Guidance for
0915) Photo-Satellite Collection"

Senior Seminar

25X1

0930) Technology and the
1130) Agency's Future

Special Assistant
to the Deputy
Director, Science
and Technology

A senior S&T officer will speculate about the effect of rapid change on the Agency and the role of technology in helping the Agency adapt to change. He will consider the need for greater automation, for "capital-intensive" programs, for wider applications of sensors, and for training of Agency officers to handle and exploit technological opportunities. His views are set out in a discussion paper: "Science, Technology, and Change: Implications for the Central Intelligence Agency."

25X1

25X1

By [redacted]

1130) Meeting with Seminar One Participants
1430)

1445) Intelligence Production for the
1615) Policy-Maker: A Look Ahead Edward Proctor,
Deputy Director
for Intelligence

The Deputy Director for Intelligence will describe the nature of the intelligence support CIA provides to policy-making elements of the U.S. Government and the changes that are taking place in providing this support. He will identify the problems of the intelligence producer, both in learning of changing needs from consumers and in responding to them, and in formulating requirements for collectors. He will also discuss the narrowing distinctions between intelligence inputs and the formulation of policy alternatives, indicating the ways in which CIA management seeks to cope with these greater expectations from intelligence. He will look ahead to new directions that can be expected in intelligence production -- the kinds of analyses CIA will be called upon to make and anticipated new emphases and requirements on the production function.

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WEDNESDAY, 10 MAY

0830) IP: "Defectors and Defection:
0915) Some Observations"

[REDACTED]

Senior Seminar

25X1

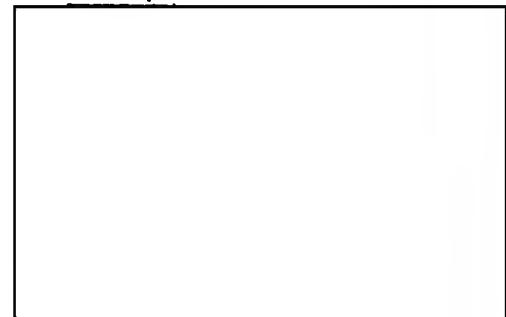
0930) Discussion of Seminar Issues
1130) Discussion of Seminar Issues

1300) Individual Work on Seminar Evaluations
1350) Individual Work on Seminar Evaluations

25X1

1400) CIA's Work in the Future:
1600) CIA's Work in the Future:
New Goals, New Tasks, New
Methods, New Managers

Panel:



A panel of experienced Agency officers will share their views with the Seminar as to how future events and developments both inside and outside the Agency will impact on our primary missions in the fields of intelligence collection and production and covert action. They will consider the implications for various areas, such as targeting, contingency planning, organizational flexibility, and operational cover, as we shift increasingly from a bi-polar to a multi-polar world. Some of the new tasks already falling on the Agency will be reviewed and future ones anticipated.

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THURSDAY, 11 MAY

25X1

0830) - 0915) - IP: "The Theory and Practice of Intelligence Program Evaluation"

[redacted] Senior Seminar

25X1

0930) - 1130) - Future Trends in Community Resource Allocation

[redacted] Comptroller, Intelligence Community

The recently-appointed Comptroller of the Intelligence Community will share his developing perspective of the Intelligence Community, discussing the role of the Intelligence Resources Advisory Committee (IRAC) working group which he chairs, program issues under study or contemplated, and the evolving priorities and resource questions. He will discuss what the new "Consolidated Intelligence Budget" entails for the Agency and the Community, and he will stress the increasingly important roles of middle-level and senior officials at all levels in the management of the intelligence budget.

1330) - 1430) - Group Critique of the Senior Seminar

FRIDAY, 12 MAY

0930) - 1100) - A Farewell to the Senior Seminar

Hugh T. Cunningham,
Director of Training

The Director of Training will offer some observations on future trends in the Agency and the challenges facing the Senior Seminar participants as they return to their individual Directorates.

25X1

1115) - 1200) - Evaluation of Block VII

[redacted] Senior Seminar Staff

[Surprise visit by the Honorable Joel T. Broyhill, Republican Congressman from Virginia]

1200) - 1230) - Final Administration

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O V E R A L L C R I T I Q U E

SENIOR SEMINAR
12 March - 12 May 1972

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1. Now that Senior Seminar Two is concluded, do you feel that the objectives of the Seminar were achieved in a broad sense? To the degree they were not met, please explain why you believe this was the case or indicate how the program could have been made more effective in meeting the objectives.

a. Objective 1. To enable Seminar participants to develop greater insight into problems and pressures facing CIA management, the processes of change within the Agency and in its external relationships, and developments in American society which are relevant to CIA as an organization.

Participants' Responses:

25X1

[REDACTED] OMS

This objective was achieved in a broad sense. I was especially pleased and impressed with the majority of the outside - non-government speakers. This was an opportunity I could not have found elsewhere.

25X1

[REDACTED] OS

My feeling is that from the very first moment of the Seminar of meeting others of a diverse experience that the course did in every sense of the word meet this objective. It was a rare opportunity to be exposed, not only to the participants, but also the speakers inside and outside of the Agency.

25X1

[REDACTED] OSR

I believe that this objective was met very well. I have a much better appreciation than before the exposure provided by the Seminar. The only aspect that wasn't clarified was the new role of the Agency and DCI in the intelligence community, but this obviously is because the situation is now unclear.

25X1

[REDACTED] - FE

The Seminar met this objective quite well. The range of subjects covered was quite adequate. I feel that I have a good appreciation of these subjects.

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1a. Contd.

25X1

[redacted] - OSP

This objective was met exceedingly well, particularly in the areas of problems and pressures facing the Agency and developments in American society which are relevant to the Agency as an organization. In addition, I obtained a better understanding of the Agency management and its functions. The continuing need for change and redirection came through quite clearly but in some areas (rebalancing of Agency effort, need for training, employment of more blacks) a process of change was not apparent. Perhaps to implement some of these a Seminar for Office Heads is needed.

25X1

[redacted] - OSI

This objective was achieved very effectively. The Agency's recognition of such factors and the efforts being taken to solve them - or anticipate them - were discussed thoroughly and constructively. Much of this area was new to me, and the attitudes expressed were imaginative and realistic. This part of the Seminar provided me with some new management perspectives.

25X1

[redacted] - IRS

I believe that I had some awareness when I came into the Seminar of these problems, pressures, changes and developments. The Seminar confirmed and reinforced many of the general notions in these areas which I had formed unsystematically over recent years. But, more importantly, the Seminar sharpened and enlarged my appreciation and understanding of them. I now have a much better base for valid insight into them. Direct credit for this "enabling" capability must go to the Seminar. The Seminar has impacted on me intellectually and fulfilled this objective.

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1a. Contd.

25X1

[redacted] - NPIC

Without question I gained greater insight into problems facing CIA management and a broader understanding of the world we live in. This was achieved through a balance of excellent speakers from inside and outside the Agency enhanced by discussions with individual members of the Seminar. After a career of over 20 years in the Agency I had a general awareness of most of CIA's activities but the Seminar provided detail and insight heretofore not obtained. I feel "wiser."

25X1

[redacted] - OER

This objective was very successfully and fully met. Personally I developed an awareness of the changes underway that will influence my actions for some time to come. It also resulted in a commitment on my part to keep abreast of factors outside the Agency.

25X1

[redacted] - DDI Planning Staff

Feel this was met in some degree--some problems received almost exhaustive treatment--others very little--all in all, this objective was probably met as adequately as time allowed.

25X1

[redacted] - OGC

This was very well done. The input by the Seminar members was perhaps of greater value in some cases than that of the speakers. This fact points up the importance of recruiting Seminar members--care must be taken, not only to have representation from all directorates, or at least to find members with recent experience in key components not otherwise represented.

25X1

[redacted] - WH

In my view, the Senior Seminar accomplished this objective. The Agency, it seems to me, could perhaps accelerate change for the better by a more enlightened grasp of the popular views that generate change in contemporary society. Carl Duckett was superb. Other senior Agency officers less so.

1a. Contd.

25X1

[REDACTED] OF

This objective was accomplished outstandingly. The inclusion of technical collection is particularly noteworthy and the "powers-that-be" are to be commended for their efforts in this.

25X1

[REDACTED] OCS

Blocks IV and VI were quite good concerning external relationships and developments in American society. Sections of Block III gave considerable insight into problems; however, I did not feel that sufficient candor was expressed in some areas of this Block nor in Block V.

25X1

[REDACTED] SSS

Objective fully accomplished!! From the opening night when Ex.Dir. gave his thoughts on several of the major problems and issues facing the Agency to the final week, we carefully and fully explored dozens of major issues raised by Mr. Colby as well as other senior Agency officials. In addition we developed many issues from within the class which provided stimulating materiel for penetrating discussions. The openness and candor of most senior officers was instrumental in this process. Although there was some reluctance on the part of a few speakers and some class members to really "let their hair down"---for the most part we managed to evoke lively discussions on the most sensitive and/or controversial issues.

25X1

[REDACTED] - OSI

This objective was met to a significant extent. In a measure, this resulted from exposure to people and organizations exemplifying the problems with the Agency and its relationships. To a greater extent it resulted from exposure to a wide spectrum of people and organizations who were aware of the problems and attempting to develop either solutions or methods of finding solutions.

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1a. Contd.

25X1

[redacted] - NIPE Staff

In terms of individual Directorate presentations the Seminar was excellent. However, I believe it was weak in its efforts to present a picture of the Agency within the content of the overall American intelligence effort. The Agency was too often presented as an isolated and autonomous set of activities, emphasizing the parochial interests of a Directorate.

It seems to me that if the Seminar is to direct itself to the problems of change and the relationships of American intelligence and the Agency as a part of American intelligence, the Seminar should begin with the nature of the community organization and problems and the Agency's relation to them. Directorate affairs should then be looked at in the context of the larger issues of change.

25X1

[redacted] - OCI

This first objective is the one which I feel was--and is--the most important one to me personally, never having been exposed to any formal "management training" per se. I believe that the Seminar met this objective more than satisfactorily, and I leave the Seminar more acutely aware of present and future Agency-governmental-societal problems from a managerial viewpoint than I was when I entered it.

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b. Objective 2. To acquaint Seminar participants with current thinking on U.S. foreign policy equities and developments abroad which are the intelligence collection, analysis and covert action targets of CIA.

Participants' Responses:

25X1

[redacted] - OMS

Again I believe this was achieved except for the latter of three missions as stated above.* That however, is the toughest one to deal with for many reasons. I don't have any concrete suggestions as to how to improve on that topic.

* This objective was achieved in a broad sense. I was especially pleased and impressed with the majority of the outside-non-government speakers. This was an opportunity I could not have found elsewhere.

25X1

[redacted] OS

Inasmuch as my position does not expose me normally to such official current thinking, it was extremely beneficial for me to obtain views of these activities. I feel it broadened my understanding of some of the Agency's problems better.

25X1

[redacted] OSR

In my view this objective was not met as well as the other two. Perhaps because the problem is so broad, continuity and focus were not as well maintained. A great deal of interesting and useful information was presented, but it was difficult to pull it all together into a consistent whole. I have no constructive suggestions for improvement, however. The speakers, etc., were good on the whole. The problem is just a difficult one to deal with.

25X1

[redacted] - FE

The course met this objective to a lesser degree. More emphasis needed on foreign policy objectives and equities and less on mechanics. Overall, however, this objective was met satisfactorily.

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1b. Contd.

25X1

[redacted] - OSP

This objective was the least well met. This may have been because (a) world problems and trends was the first broad topic discussed, (b) background in the class varied greatly in this area, (c) this is a hard topic to come to grips with inasmuch as U.S. foreign policy and objectives in the various parts of the world are ill-defined.

25X1

[redacted] - OSI

The Seminar covered fewer of these "targets" and in somewhat less depth than I had expected, but for the cross-section of participants the treatment probably was sufficient. I'd urge greater use next time of Agency specialists to help focus on those specific international problems of actual or potential Agency concern. With a few exceptions the outside speakers offered little new information about Major World Trends and Problems.

25X1

[redacted] - IRS

While the Seminar broadened my acquaintance with current thinking and trends of direction of U.S. foreign policy equities and developments abroad, it left me somewhat frustrated in these areas. But I view this as a positive accomplishment of the Seminar objective in this area because I perceive U.S. foreign policy and developments in the world as being at the cross-roads, in a state of flux, in the beginnings of major change, at the start of a new era, the principal courses yet unset. If this is a "turning point" in fact, then the Seminar has given me a fresh and quite full background for sensing the emergence of basic changes in U.S. foreign policy and international developments which I anticipate will evidence themselves in the next few years.

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1b. Contd.

25X1

[redacted] - NPIC

The foreign affairs review was informative and most worthwhile. The lack of time necessarily resulted in omitting some areas of high importance but those areas reviewed were well chosen. The Latin American review was disappointing but the speaker provided insights into a different aspect of Seminar interest, i.e., CIA's image on the college campus. I would have liked more time to go into some of the subjects in greater depth and perhaps more reading time be programmed into future Seminars.

25X1

[redacted] - OER

This was interestingly presented but there were several speakers who failed to make the grade. Also the time allocated to CA was excessive. We needed a session on international economic problems.

[redacted] - DDI Planning Staff

25X1

Met quite well and certainly was a most valuable experience.

25X1

[redacted] - OGC

Somehow this did not come off as well as objectives 1 and 3. Some speakers were either not as articulate or dynamic or as candid as many in other blocks and we suffered from a lack of good foreign policy critics.

[redacted] were outstanding exceptions to the lack of dynamism.

[redacted] - WH

25X1

Good - but could do better. This particular group can take the good with the bad. The Agency is justifiably proud of its record but at times we tend to give ourselves too much credit and too little self-criticism.

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1b. Contd.

25X1

[redacted] - OF

I'm not sure this objective was met. The picture which emerged of U.S. policies was fuzzy. While this may very well be the result of uncertainties on the part of policy makers themselves, I detected considerable uncertainty, and regrettably defensiveness, on the part of Agency officers in this area. To cite a couple of examples; the Agency's Role in narcotics detection and control, or the need for [redacted] the Agency to maintain cadres for emergency situations in the "Banana Republics," not to speak of the larger issue of whether covert action should continue to be pressed by the Agency as an integral function.

25X1

[redacted] - OCS

Block II was, on balance, only marginal in meeting the objective of updating knowledge of foreign countries and in providing the rationale for changes in thinking concerning U.S. foreign policy. However, sections of Block IV did contribute to understanding the changes in climate affecting U.S. foreign policy.

25X1

[redacted] - SSS

With but one or two exceptions the academicians invited to the Seminar were truly outstanding and I found their presentations the most thought provoking sessions of the course. There was an excellent mix of individuals and a thoughtful selection of subject matter. The opportunity to meet in open discussion with the top management of the intelligence community and to have them present their programs and problems was particularly rewarding and will certainly pay large dividends in our future dealings with these Agencies and Departments. Although it is always nice to know you are "loved" . . . I was disappointed in our day on Capitol Hill, as the Senators and Congressmen we met may not have been representative of the way the "average" congressman views the Agency and our role in supporting U.S. foreign policy objectives.

1b. Contd.

25X1

[redacted] - OSI

I feel just about as much in the dark in this area as I did before the Seminar started. There were several presentations which purported to provide an overview of developments in geographical areas of concern to the U.S., but these were in general no more illuminating than the National Geographic and provided no help in identifying priorities or problems.

25X1

[redacted] - NIPE Staff

This is probably the most successful endeavor of the Seminar. It can be strengthened by continued critical review by both Seminar staff and Seminar participants.

25X1

[redacted] OCI

In this area the Seminar served as a good updating and broadening vehicle for me. Because of the nature of my work, I have a natural predilection for (and interest in) developments abroad and U.S. policy lines interacting with and upon them, so those aspects of the Seminar addressed to this objective were indeed "right down my alley." I found them to have been very professionally treated and geographically well balanced on the whole. I would, however, have liked to see a more systematic and thorough coverage of our Vietnam-Southeast Asia problems since they loom so large in U.S. foreign policy considerations.

c. Objective 3. To provide an opportunity for senior officers to refresh and broaden their understanding and appreciation of "the other guy."

Participants' Responses:

25X1

[REDACTED] OMS

I believe that this objective was achieved and to me represents the most important objective of those identified as ones to be fulfilled.

25X1

[REDACTED] OS

This may have been the most important part of the Seminar that I perceived -- bringing together a varied group, developing close associations, and holding informal discussions was most valuable to me.

25X1

[REDACTED] OSR

The seminar was extremely effective in achieving this objective. Exposure to "the other guy" both through speakers and members of the seminar couldn't have been much better.

25X1

[REDACTED] - FE

Excellent. This was probably the most valuable product of the course.

25X1

[REDACTED] - OSP

If this had been the only objective of the course, the course still would have been worthwhile. Exposure to world, domestic and Agency problems has done me a world of good. My outlook is fresher and I certainly see the rest of the Agency more clearly.

25X1

[REDACTED] - OSI

The Seminar was outstanding in this respect! The talents and interests of the other participants soon became evident, and the many informal discussions were possibly as valuable as the scheduled sessions in providing exchanges of views.

1c. Contd.

25X1

[redacted] IRS

The Seminar provided such an opportunity as well as an incentive to capitalize on this opportunity. I have listened carefully and questioned objectively-- and am convinced that I know "the other guy" in CIA and his problems better and hopefully sufficiently well that my biases and prejudices will be forever sublimated. No so, I must confess, with respect to the "guys" in other intelligence agencies.

25X1

[redacted] - NPIC

The interchange among the participants of the Senior Seminar was probably the most worthwhile experience provided by the course. The informal discussions, plenary sessions and social occasions gave me new understanding and appreciation of what was happening in other components of the Agency. Some of the friendships made at the Seminar will last far beyond the end of the course and will provide continuing informal channels of communication.

25X1

[redacted] - OER

It is difficult to overstate the value of this objective. It was fully met.

25X1

[redacted] - DDI Planning Staff

Probably the most successful and surely the most valuable experience of the course.

25X1

[redacted] - OGC

Excellent! One of us said we really did not "let our hair down" in criticizing each other -- perhaps true, but I believe we have developed an understanding of others' problems and gotten to know people in a way that creates a probability of a profitable critical relationship later.

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1c. Contd.

25X1

[redacted] - WH

Excellent opportunity. Perhaps the major result of the Seminar.

25X1

[redacted] - OF

Another outstanding job was done with respect to this objective and I would class this as the single most important accomplishment of the Seminar. It's too bad that DDP representation was not greater since in many respects they are the guts of the Agency, yet we ended up the Seminar with only a little over 10% DDP representation.

25X1

[redacted] - OCS

The individual presentations were helpful in this regard and also in providing information relative to Objectives 1 and 2. These presentations, as an entity, contributed significantly to the success of the Seminar.

25X1

[redacted] - SSS

The formal individual student presentations and the discussions that followed was an ideal way to obtain an appreciation for the outstanding collection of talent represented in this class. These sessions provided a good mechanism to "bring it all together" and gain new insights into how we inter-relate in fulfilling the overall mission of the Agency. The first week at [redacted] was essential in providing the setting to really get to know each other and the program (particularly Bill Crockett) there gave the stimulus needed to assure an open and frank exchange of ideas throughout the course of the Seminar.

25X1

[redacted] - OSI

Without a doubt this was the most valuable and best achieved of the three objectives. The contacts made in the Seminar have provided me with an entirely different picture of how people in other elements of the Agency work, what makes them tick, and why we have an outstanding organization.

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-14-

1c. Contd.

25X1

[redacted] - NIPE Staff

The opportunity to get together in the Seminar environment appears to accomplish this objective in the best possible manner. I do not believe satisfaction of this objective is a problem in this instance. However, I think more time ought to be devoted to Seminar participant discussions which are semi-formally structured.

25X1

[redacted] OCI

I always relish the chance to get to know my Agency colleagues better, and I've always found those colleagues to be amazingly rich in ability, experience, and dedication. This course has simply provided a more extensive opportunity to re-learn that--with a wider cross-section of the Agency--than I've had before. As a result, it has shored up my personal sense of mission as an Agency officer as well as a sense of pride in what we are all trying to do.

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-15-

2. Do you believe the Seminar should have been designed to meet additional or different objectives from the ones listed above? If so, explain.

Participants' Responses:

25X1

- OMS

I do not believe any additional or different objectives should be attempted in the time frame allotted.

25X1

- OS

No, I believe the curriculum was well thought out and provided sufficient opportunity for discussion as well as more than enough reading material to give the senior officers involved an opportunity for accomplishing the objectives which were described in my view.

25X1

- OSR

I don't think conscious design is so important, but it should be remembered that the program does fulfill other objectives. For example: some useful public relations with the outside world; the training of subordinates while the boss is away for 9 weeks; last but not least - a needed break in routine and pressure.

25X1

- FE

Objectives are fine. I would comment however that in future runnings of the course concentrate less on basics (what CS does, what DDS&T does and is, etc.) and more on current thinking regarding problems, how they are to be dealt with and what solutions are in train.

25X1

- OSP

No. In the nine weeks allowed for the course additional objectives would probably water down the effectiveness of the course in meeting its present objectives.

25X1

- OSI

No.

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2. Contd.

25X1

[REDACTED] IRS

Generally, no. I suggest, however, that some thought be given to the "weaknesses" of the Agency--defining them and assessing their criticality. In most respects the Agency is strong--but I have the impression that it has gone down the route of self-sufficiency and left the remaining Agencies of the community behind, floundering and cut-off from playing a useful independent and understood role in the intelligence process.

25X1

[REDACTED] - NPIC

I have none to suggest.

25X1

[REDACTED] - OER

No.

25X1

[REDACTED] - DDI Planning Staff

No.

25X1

[REDACTED] - OGC

Additional military and NASA hardware. Conservation, pollution, ecology in general. Ocean science and technology.

25X1

[REDACTED] - WH

No.

25X1

[REDACTED] - OF

No. I believe the 3 broad objectives enumerated above are more than can adequately be handled in the 9 weeks allocated to the Seminar.

25X1

[REDACTED] - OCS

No, the objectives are correct for this Seminar.

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2. Contd.

25X1

[redacted] - SSS

I recommend no significant changes in course objectives. future Seminars should be continued on the broad outlines of this one and not be targeted for specific management improvement objectives or become a super "mid-career course" with over-emphasis on organization and mission and functions. There is much more to be gained by leaving the course fairly unstructured and allow the students to pursue the seminar discussions on broad issues of interest to them!!

25X1

[redacted] - OSI

No, but I do think that more emphasis should be put on meeting Objective #2.

25X1

[redacted] - NIPE Staff

(See comment on Objective 1)*

*In terms of individual Directorate presentations the Seminar was excellent. However, I believe it was weak in its efforts to present a picture of the Agency within the content of the overall American intelligence effort. The Agency was too often presented as an isolated and autonomous set of activities, emphasizing the parochial interests of a directorate.

It seems to me that if the seminar is to direct itself to the problems of change and the relationships of American intelligence and the Agency as a part of American intelligence, the Seminar should begin with the nature of the community organization and problems and the Agency's relation to them. Directorate affairs should then be looked at in the context of the larger issues of change.

2. I do feel the question is one of different objectives. It appears to me that what is missing is a determined and semi-structured attempt to stress analysis of intelligence activity in terms of critical review. There seemed to be a tendency for self (organizational) aggrandizement.

2. Contd.

25X1

- OCI

The above three objectives are the logical and appropriate principal ones for a group of this nature. An underlying one which probably does not need to be stated but which nonetheless is important to all the others is that of stimulating each participant to re-examine his own thinking and attitudes about his job, his Agency, and his society. The Seminar has succeeded well in meeting this objective.

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-19-

3. Was the Seminar generally balanced as to content? If not, what elements in your judgment should have been added? Expanded?

Participants' Responses:

25X1

[redacted] - OMS

I find no reason for complaint in general content. It was reasonably balanced--only detracted by some of the speakers.

25X1

[redacted] - OS

Yes, generally. I do feel that the period of time spent on Covert Action should be reduced to perhaps only 1 day. I felt an "overkill" in this Block.

25X1

[redacted] - OSR

Only complaint was there was too much talk about CA but on the other hand not enough said! In general the blocks were just about right. Block VI could be expanded just a bit maybe by inclusion of some government speakers involved in domestic programs.

25X1

[redacted] - FE

Generally well balanced, except as noted above.* In Covert Action deal more with realistic Covert Action objectives and tasks as they relate to foreign policy needs now and in next five years. It might be well to have an official in policy realm who will benefit from Covert Action capabilities discuss subject.

* Objectives are fine. I would comment however that in future runnings of the course, concentrate less on basics (what CS does, what DDS&T does and is, etc.) and more on current thinking regarding problems, how they are to be dealt with and what solutions are in train.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

3. Contd.:

25X1

[redacted] - OSP

Yes, generally. 1) More time after individual (class) presentation would probably have been helpful. At these times the remainder of the class seems to be more ready to discuss issues than at times set aside for issues. 2) Although I have seen some of the Agency hardware, I believe the majority of the class would have had a better balanced view of S&T effort if they could have visited the West Coast as the first class did.

25X1

[redacted] - OSI

The Blocks were about the right length, and the sequence was excellent. The Covert Action portion was an extremely interesting and necessary part, but perhaps could be shortened to 1.5 days. The matter of "issues" has merit, but practically it deserves refinement. Generally, there are good points to be learned, even by those who have had no previous involvement; however, I found much of it tedious and not particularly constructive.

25X1

[redacted] - IRS

Yes to first question. I would abbreviate or compress the portion devoted to CA if it was my choice. I would also add a session on Forrester and associates and their work at MIT. Somehow I would either de-emphasize "youth and their views" or balance it with some generalizations about "older" age groups. Sessions on "network analysis" by [redacted] Warning/Indications and the Bayesian bit would be stimulating useful additions to the program.

25X1

[redacted] - NPIC

The content of the Seminar was generally well balanced. I enjoyed most Blocks I and VI - the management review and the examination of domestic issues. The three days on CA seemed somewhat more intensive than necessary but was interesting, to me as a DD/I'er because of my total unfamiliarity with the subject. Insofar as possible, Block IV should be held on site. A visit to the State Dept. and EOB would have been of interest. I believe the Individual Presentations were one of the most valuable aspects of the course and perhaps should have greater emphasis in future runnings.

3. Contd.

25X1

[redacted] - OER

Generally the balance was well designed. CA should be downgraded and economics should be given at least one half day.

25X1

[redacted] - DDI Planning Staff

No--a bit more on the analysis activity--a little less on Covert Action--otherwise pretty well balanced.

25X1

[redacted] - OGC

I would devote a little less time to some of the 1st. week's organizational dynamics--a little more to foreign policy (with better speakers) and to domestic problems --the latter to permit more opposing points of view on any single subject. I don't think panels are too good a way to bring out opposing views in depth.

25X1

[redacted] - WH

CA section was very poorly organized and too long. Some of the speakers did not come across. Would like to have had the opportunity to hear non-U.S. national views but recognize the limitations. British, French, etc.

25X1

[redacted] - OF

I believe future runnings should include coverage on the FBI. I understand the reasons this has not been done in the past but it should be a new ball game now. Also, consideration might very well be given to a session on the NRO.

25X1

[redacted] - OCS

No--Block I, i.e., orientation and different management skills, should be considerably reduced or deleted. Block II should be reduced somewhat and speakers with more current knowledge substituted in certain areas. Block III should be expanded and a session on the NRO [redacted] should be added. Block IV was balanced, Block V should be considerably reduced or the speakers should provide more substantive material. Block VI should be expanded. Block VII was balanced.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

3. Contd.

25X1

[redacted] - SSS

The substance of the course was for the most part extremely well balanced. It was a bit too heavy on CA and this could be cut back a bit. I would also suggest that certain major inter-directorate problems be identified for more formal presentation and detailed seminar discussion...issues that impact Agency wide such as how we are to manage the "information explosion" with attention given to Information Processing; paperwork management and related issues on how we best manage the masses of information we are collecting, processing, and producing!! I was disappointed that Mr. Helms did not have time to appear before this group; I think it would have been extremely profitable to hear his views on some of the issues we developed and have his comments on our discussion on these issues. Perhaps the next running could include Mr. Helms at one of our final wrap-up sessions on "issues."

25X1

[redacted] - OSI

Reduce CA. Eliminate Block VII, "CIA in the Future," since this is redundant. Expand Block VI slightly. Improve Block II or reduce it.

25X1

[redacted] - NIPE Staff

(See comment in Objective 1)*

* In terms of individual Directorate presentations the Seminar was excellent. However, I believe it was weak in its efforts to present a picture of the Agency within the context of the overall American intelligence effort. The Agency was too often presented as an isolated and autonomous set of activities, emphasizing the parochial interests of a directorate.

It seems to me that if the seminar is to direct itself to the problems of change and the relationships of American intelligence and the Agency as a part of American intelligence, the Seminar should begin with the nature of the community organization and problems and the Agency's relation to them. Directorate affairs should then be looked at in the context of the larger issues of change.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

3. Contd.

25X1

[redacted] - NIPE Staff (Contd.)

3. I think the first block should be examined in terms of its objective. The emphasis appears to be on "Organizational Development" as a particular management theory. I believe a broader approach would be more in keeping with the objective. For example, there is a real management problem today of the mixing of older management styles and the newer so-called "scientific" or "systematic" management techniques. The latter type appears to have weaknesses because of its tendency to concentrate on system and data analysis while not giving adequate attention to behavioral and "political" problems.

25X1

[redacted] - OCI

In general the balance was excellent. I've already indicated I would have liked more on Southeast Asia; more on (a) NRO and (b) other various domestic social problems impinging on the Agency could also have been profitably included (women's lib, pollution, urban crisis, other socio-economic problems). Since Block VI seemed to some of us to have been a high point of the course, I'd suggest expanding it perhaps by shortening the final Block, by which time we all seemed to have gone a little flat. Two or three days on "CIA in the future" probably would be sufficient.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

4. Was the length of the Seminar about right or should it be modified for any future runnings? If so, how?

Participants' Responses:

25X1

- OMS

Certainly the length should not be increased. I doubt if the time could be shortened and allow the Seminar to remain effective. The "break" was useful but 25X1 too crowded from schedule viewpoint and with primitive classroom facilities.

25X1

- OS

I think the length of time was just about right.

25X1

- OSR

It seems to me that it would be counterproductive to be much longer. On the other hand, it would be difficult to squeeze very much. Length just about right.

25X1

- FE

Length is about right. The last week a little slow and interest has begun to lag.

25X1

- OSP

Yes.

25X1

- OSI

An appropriate length.

25X1

- IRS

Length: About right. My only suggestion in this regard would be to change the pace of the Seminar a bit. I would shift the first week to 1001, intensify it, then move and resume intensiveness at 1001 from third to sixth week--then relax pace during 7th through 8th weeks and drive hard in 9th week.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

4. (contd)

25X1

- NPIC

I believe the length of the Seminar is about right for the material covered. I would have liked the opportunity to take a West Coast trip and if that should be programmed in the future, the Seminar should be lengthened to accommodate it. One of the main advantages of the Seminar for me was that it provided a much needed sabbatical from my job. In the nine weeks I was away I succeeded in cutting my mental ties to the office and concentrated on the mind-expanding nature of the Seminar experience. I believe it important that future Seminar participants break away from their offices as completely as possible, and suggest that this be stressed in future runnings.

25X1

- OER

Just about right. I do think that the trips should be reintroduced.

25X1

- PLANNING Staff

If two or three more weeks would allow field trips, it would be worthwhile.

25X1

- WH

About right. Perhaps could be reduced to six weeks. The Block on domestic problems was, in my judgment, the best. So much of the other material was old hat to many of us and as such did not have the appeal I would have liked.

25X1

- OF

About right.

25X1

- OCS

The length is about right if the suggested reductions and expansions are incorporated.

25X1

- OGC

It couldn't be much shorter and could benefit by about 3 or 4 more weeks to give a bit more reflection and reading time opposing presentations on subjects and a trip.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

4. (contd)

25X1

[redacted] SSS

Length was just right!! Not many of us could really afford to be away from our jobs much longer--now would our bosses allow this number of senior officers to be away from their desks much longer. However, to make it any less than the 9 weeks we have had, would seriously curtail the substantive coverage needed to make this course an effective program--and to meet the objectives cited above.

25X1

[redacted] - OSI

Length is about right, or perhaps one week too great. The impatience evident in the last week is more probably a result of the perceived imminent ending than of any excessive length.

25X1

[redacted] NIPE Staff

Realizing the reluctance of management to extend the time period, I would still suggest that it would require about 12 weeks to correct the weaknesses as I see them.

25X1

[redacted] OCI

I think that the length was about right--a few days more or a few less would also be okay. Should it become a week or more longer, it would perhaps be wise to change the pace around midpoint by re-instituting the trip possibility (which wasn't really needed in a nine-week Seminar, I believe).

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

~~CONFIDENTIAL~~

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

5. On balance, do you believe that attendance in the Seminar will benefit you significantly in your present job or in other Agency positions to which you may aspire?

Participants' Responses:

25X1

[redacted] - OMS

I believe that I really did not learn anything strikingly new which will be of benefit in my particular job. However, the contact with "outsiders" and meeting of "insiders" has certainly widened my overall experience which no doubt in a subtle way, may enable me to be a more effective officer.

25X1

[redacted] - OS

I feel the real benefits will be derived more in an understanding of overall Agency problems and stands than in my specific job or projected positions.

25X1

[redacted] - OSR

Yes. No question. The better appreciation of people and problems that was gained can't help but to improve my execution of management responsibilities.

25X1

[redacted] - FE

Yes for at least two reasons. It brought to the front or exposed me to issues and problems within and without the Agency that are relevant now and will be for some time to come. It also exposed me to quality personnel from other Directorates.

25X1

[redacted] - OSP

I'm not sure. I see many of the problems addressed as only indirectly involved in my current work. I believe I will be more understanding of the problems above and below me in the hierarchy. Whether in the long run this will make me a more innovative person or more capable of contributing to the Agency in a significantly better manner, is another question.

25X1

[redacted] - OSI

Yes, but the greatest benefit probably will come over the long-pull. The short-term benefits of broadened outlook remain to be seen! .

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

CONFIDENTIAL

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

5. (contd)

25X1

[redacted] - IRS

Yes, generally. But probably not in any predictable, measurable way. My ability to grasp what's bothering my bosses and their bosses is probably enhanced. My responses should be more on the mark--and my instructions and communication to my associates and subordinates should be clearer and as a result evoke better products.

25X1

[redacted] NPIC

I cannot measure the value of the Seminar in a quantitative way although I certainly feel wiser for the experience. There is a certain prestige value in being selected for a course such as this but I don't expect that it will play any particular part in my selection for future assignments. The understanding gained of the Agency and the Community will help me substantially in my present position but not in any way that can be measured.

25X1

[redacted] - OER

Clearly yes.

25X1

[redacted] - PLANNING Staff

Yes--although specific job techniques were obviously not taught, the general experience will almost surely make my performance in this or any other job better.

25X1

[redacted] - WH

I believe it will. I find it most refreshing and informative to get the views of the Seminarians on all the issues raised in this course.

25X1

[redacted] - OF

This is difficult to answer. Tangible benefits are certainly impossible to pinpoint but nine weeks of mind-stretching such as afforded me by the Seminar cannot but help to improve one. Likewise, the opportunity for working closely with representatives from other parts of the Agency may very well pay off downstream.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

~~CONFIDENTIAL~~

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

5. (contd)

25X1

[redacted] OCS

I believe that considerable benefit has been obtained, in my present job, in that some awareness of other Agency activities, information concerning projects involving other Agencies, and personal contacts were acquired.

25X1

[redacted] - OGC

Yes -- I deal with all parts of the Agency or on matters that affect all parts and this has given me insights on problems and positions I could not gain any other way. Knowing the members with key jobs in other components will, I think add immeasurably to the quality and efficiency of my work in some areas.

25X1

[redacted] SSS

It was of particular benefit to me in my current responsibilities for managing certain Agency-wide programs (Regulations publication, Records, Archives, Microfilm) which impact on every component in the Agency. It afforded me an excellent opportunity to do a "selling" job to the 17 senior officers that will be able to do something about these programs when they return to their respective offices. I think they all have a better appreciation of what these programs are all about and new respect for the complexities and importance of these programs. In a more general sense, I believe this course should be mandatory for senior "staff" officers in all Directorates.

25X1

[redacted] - OSI

Not in any direct or measurable way. Certainly the increased understanding of the modus operandi of the Agency will be of some value, as will be the identification of personal contacts to get things done.

25X1

[redacted] - NIPE Staff

I sincerely believe attendance at the Seminar will benefit me in my current job and any other I might have in the future. It has been both an up-dating and re-focussing in addition to which it has set into motion a personal intellectual revision of some of my current professional concepts.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

~~CONFIDENTIAL~~

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

- 30 -

5. (contd)

25X1

[redacted] - OCI

I am convinced that my attitudes as a manager and as an Agency officer have been significantly expanded and "modernized" through my attending the Seminar. I certainly hope and expect that this will be reflected in a better job performance both now and in the future.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

CONFIDENTIAL

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

6. Do you believe the investment by the Agency of two months of your time in the Senior Seminar has been profitable or unprofitable from the Agency's point of view? Explain your views.

Participants' Responses:

25X1

[redacted] - OMS

I can't honestly answer this question. I had doubts - serious ones - about the Seminar and wondered if 9 weeks in my "own area" would not be more productive. I think I have had a profitable experience and would therefore recommend continuation of the Seminar. In about 4 years I will be ready for another similar Seminar.

25X1

[redacted] OS

If persons approved for attendance at the Senior Seminar are indeed to move into senior management positions in the Agency, then I feel that he should have a broad base of knowledge of the internal and external considerations with which he has to cope as a manager at the executive level. In this context then, I feel that 2 months is not excessive to prepare one in this manner. Therefore, I feel it was a profitable experience.

25X1

[redacted] OSR

Same general answer as No. 5 but with the additional point that as the experience is shared by more and more of the Agency's managers the positive impact will have a greater and greater effect.

25X1

[redacted] FE

The Agency cannot help but benefit from exposure of senior officers to problems and issues that face the Government and Agency. This is a serious group and its members are sincerely interested in the Agency and its future. They will be better qualified officers upon return to their components. The value of cross-fertilization cannot be overemphasized.

25X1

[redacted] OSP

Profitable. Anyone who has sat in the same Agency position for about seven years needs to be "shaken up" occasionally in order to maintain perspective.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

6. (contd)

25X1

[REDACTED] - OSI

Without question, a profitable course that should be available to others. Apart from the excellent contacts one gains, the improved understanding of the Agency, the community, and the consumers should be a part of any senior officer's background.

25X1

[REDACTED] - IRS

Subjectively, I believe that the Agency will gain more out of me over the long haul than what it has cost in my salary, the cost of the Seminar (pro-rated/capita), and in my non-productivity during the period. I feel re-charged intellectually. I am better informed factually. I am better prepared to perceive, even understand, change as it evolves and, especially some needs for change and adjustment in the CIA and in the community.

25X1

[REDACTED] - NPIC

The Seminar has been a good investment for the Agency in my opinion. In a relatively short period of time (as compared to the War Colleges and other senior schools) it has given a group of senior officers a broad base of understanding on a number of issues. Most of the participants in this Seminar had vertically structured careers with limited experience outside their parent offices or Directorates. The free give-and-take discussions on the issues and the opportunity to query in any depth desired question of interest is an experience that could not be duplicated in any course that I know of which is available to senior Agency employees.

25X1

[REDACTED] - OER

It would be impossible to "pickup" in the course of my daily schedule the information or impressions gathered in the Seminar, especially the understanding of other Directorates.

25X1

[REDACTED] - PLANNING Staff

Profitable--see No. 5--the experience in general is bound to be beneficial.

25X1

[REDACTED] - WH

In my case it provided some new information and some new approaches in doing my job.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

6. (contd))

25X1

[redacted] OCS

It certainly should prove to be profitable for the reasons given above in No. 5. This is particularly true when interfacing with personnel from the other Directorates concerning potential support, in the area of computer utilization, for projects.

25X1

[redacted] OGC

Yes - as No. 5. In addition the sabbatical aspect of the Seminar helps re-charge the batteries.

25X1

[redacted] SSS.

I definitely expect it to be highly profitable both for myself and for the Agency. In practical terms of "early payoff" I expect considerable more receptivity and ACTION on new ways of managing our paperwork problems in the components represented in this class. I definitely obtained a new measure of respect for the problems of the "other guy" and for their expertise in dealing with their problems. I am equally convinced that they have gained similar respect for myself. This mutual respect and the fact that one gets to know his fellow students VERY WELL in the nine weeks we have spent together cannot help but increase our ability and willingness to work together more effectively on Agency-wide problems as we continue our careers in the senior management positions in our respective Directorates.

25X1

[redacted] OSI

Very profitable. The last two months were certainly a hardship for those who took on my responsibilities, but not an unbearable one. The understanding, appreciation, and respect for the participants coming from other components of the Agency, which were developed during this Seminar, were easily worth the time spent.

25X1

[redacted] NIPE Staff

In view of my response to Question 5, I obviously believe the time spent has been profitable from the Agency's view. I would like to think, not only because of what it does in terms of my future performance, but also in terms of the contribution each of us made to the other.

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

~~CONFIDENTIAL~~

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

6. (contd)

25X1

OF

Profitable on basis of 9 weeks. Certainly less costly than 9 months FSI or other senior training courses such as War College, etc.

25X1

OCI

I can only believe that the Agency's investment in my attending this Seminar will redound (in part) to the Agency's advantage: my heightened awareness of present and potential challenges should by all logic make me a more responsive intelligence officer during the remainder of my Agency career--an interval which I anticipate and hope will be a long one.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

7. Do you have any comments on the usefulness of material supplementing the presentations, e.g., films, reading hand-outs, reference material, and bibliographies?

Participants' Responses:

25X1

[REDACTED] OMS

Generally well chosen and relevant but somewhat overwhelming in terms of numbers.

25X1

[REDACTED] OS

I thought all such materials were useful and that they provided ample opportunity to become acquainted with the Block of study concerned.

25X1

[REDACTED] OSR

No comment.

25X1

[REDACTED] FE

There was too much reference material. It was difficult to determine what was really pertinent and should be read and what was not and need not be read.

25X1

[REDACTED] OSP

The amount of material available is, of course, too great to be assimilated during the length of the course. Bibliographies should be useful later.

25X1

[REDACTED] OSI

The reading material was carefully selected and pertinent. If anything, there was too much, especially with books also included. The films also were very beneficial and a good change.

25X1

[REDACTED] IRS

Excellent on all counts: selective yet comprehensive, varied, stimulating.

7. (contd)

25X1

[redacted] NPIC

The reading materials were more than ample but there was not enough time to cover more than a fraction of the suggested readings. It would have been helpful to have a suggested reading list on hand before the Seminar so that some advance preparation would be possible.

25X1

[redacted] OER

More than adequate.

25X1

[redacted] - PLANNING Staff

Reading handouts okay but little time to read extensively in the reference materials.

25X1

[redacted] WH

Most appropriate.

25X1

[redacted] - OF

No.

25X1

[redacted] - OCS

Some of the reading handouts and reference material were directly applicable to the speaker's presentation and, thus, useful. The bibliographies will provide future assistance.

25X1

[redacted] - OGC

Each of us has an inadequate background in several of the subjects covered. Exposure to these subjects would be even more valuable if we were given information on the Seminar agenda as far ahead as possible including reading lists distinguishing between suggested and strongly recommended reading in order to better prepare ourselves for unfamiliar subjects to be discussed and to aid absorption and digestion of them.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

-37-

7. (contd))

25X1

[REDACTED] SSS

I applaud the training staff's decision not to load us down with massive amounts of "required" reading. There was ample material available on an optional basis and that which we were urged to read was of real value to the ensuing sessions. The bibliographies were obviously very carefully selected and will be of continuing value to pursue when we return to our jobs. The films were interesting, to the point, and provided an excellent supplement to the issues under discussion. I would recommend scheduling more films on an optional basis for those who might prefer to have their lunch in the conference room. Perhaps some thought should be given to including more "live" reading material to aid in the Seminar discussion; for example, the 13 staff papers Harry Fisher mentioned he pulled together for Ex-Dir. on a variety of personnel management issues would be of interest to all of us.

25X1

[REDACTED] - OSI

Some of the reading material was fairly good, but much of it said things we already knew. The films were, on the average, quite superior.

25X1

[REDACTED] - NIPE Staff

In general, the material was good, however, I believe more thought and work needs to be done in this area.

25X1

[REDACTED] - OCI

Supplemental materials were quite good both in range of subject and in quality. Sorry we missed the film on the Agency's role in Laos--I'm an enthusiastic advocate of audio-visual educative methods in general! Books, magazine articles, and bibliographies were useful, and those given us for retention were gratefully received. Some will be savored slowly in months to come!

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

8. Do you have any comments on the administrative aspects of the Seminar? (Physical environment, messages, reading room, transportation arrangements, etc.)

Participants' Responses:

25X1

[redacted] - OMS

I give everything a plus except that I do not think the Staff paid enough attention to the speakers being heard nor to the comfort of the main room. It seems to me that with the speaker system and the air-conditioning the room could have been much more conducive to good presentations than was evident throughout the course. I find retiring to the lounge not useful because again the speakers address themselves to the front row only.

25X1

[redacted] - OS

Everything was handled in excellent fashion and provided near perfect conditions. The only suggestion I have is that in the future shuttle service should be provided to the airport on the Sunday when the Seminar goes to

25X1

[redacted] In my own case, my wife was ill and I had to make my own arrangements. It did work out OK since I called on the Agency Motor Pool to chauffeur me to the airport.

25X1

[redacted] - OSR

Only one complaint--parking: If there is going to be a reserved parking system then by God, penalize those who park illegally. All other administrative aspects couldn't have been better.

25X1

[redacted] - FE

25X1

Administrative support was excellent. Trips [redacted] for first week and subsequently [redacted] should continue.

25X1

25X1

[redacted] - OSP

These aspects were handled extremely well.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

8. (contd)

25X1

- OSI

I have only praise for the care and feeding of the participants. The Staff used a great deal of imagination, and had the flexibility and good humor necessary.

25X1

- IRS

Yes. The administrative arrangements were superb-- always facilitating and never detracting from the content and activities of the Seminar program.

25X1

- NPIC

Overall administration of the course was outstanding. The Staff was unstinting in their efforts to meet all our needs. The Senior Seminar quarters are plush and provided the necessary atmosphere for a course such as this.

25X1

- OER

Excellent except for the elevators at the CofC Bldg. which are ridiculous.

25X1

- PLANNING Staff

No.

25X1

- WH

The physical plant housing the Seminar was excellent. The parking arrangements were abominable and the elevators - well you can answer that complaint. The Staff was most efficient and thoughtful - and they were fun. Congratulations to the entire Staff for a well-run Seminar.

25X1

25X1

- OF

Elevators leave something to be desired!

25X1

- OCS

Excellent administrative support was provided.

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Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020027-8

8. (contd))

25X1

[redacted] - OGC

This was well done. The input by the Seminar members was perhaps of greater value in some cases than that of the speakers. This fact points up the importance of recruiting Seminar members - care must be taken not only to have representation from all Directorates, but from discrete parts of the Directorates, or at least to find members with recent experience in key components not otherwise represented. UNASKED FOR COMMENT: I think a trip to S&T installations, NASA sites or military missile sites would have been worthwhile and perhaps not waste too much time since (e.g.,) some of the S&T presentations could have been made on site.

25X1

[redacted] SSS

All in all I think you have everything well "de-bugged" (if we can accept the fact that the elevators in CofC Building are in the hands of the Almighty and clearly beyond the scope of human ingenuity!!) The facilities at CofC [redacted] were superb and well managed; the gals on the staff efficient and very helpful in handling our mail and messages. Although [redacted] is a delightful retreat, it was simply too small for a group this size. Also the classroom facilities [redacted] are primitive to say the least (maybe we were spoiled by [redacted] CofC,) but if [redacted] is to be used for future Seminars we should all get together and see that Bill [redacted] has some funds for a new blackboard, more comfortable chairs, better visual-aid equipment and in general, a sprucing up of the classroom facilities at [redacted]

25X1

25X1

25X1

25X1

[redacted] - OSI

All were outstanding. I can find nothing at all (except the elevators in the CofC Building) that was other than very well planned and executed.

25X1

[redacted] NPIE Staff

25X1

I think the last week of the Seminar should be held at [redacted] and devoted to a structured discussion of issues with a specific position paper resulting.

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8. (contd)

25X1

 OCI

Administrative services and equipment have been first-class. The SS quarters are functionally and esthetically superb. Also, hang onto Eldora and Corinne - they're tops too!

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